Digital Leadership Strategies for Enhancing Pharmaceutical Quality Management: A Transformational Approach

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In Partial Fulfilment of the Requirements for the Award of Degree of

DOCTOR OF PHILOSOPHY
IN MANAGEMENT

Estd. in 2008
बेटी बचाओ, बेटी पढ़ाओ

Jayoti Vidyapeeth Women's University, Jaipur

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DECLARATION

I. I, Boby Kumar, hereby declare that all the statement made in this application are true, complete and correct to the best of my knowledge and belief and in the event of any information being found false or incorrect or any ineligibility being detected before or after the registration for Ph.D. My candidature is liable to be cancelled and legal action may be initiated against me.

II. I have deposited the required fee, as notified by the University regularly.

III. I have noted that if my application is found incomplete / defective, the same is liable to be rejected summarily and no correspondence will be entertained in this regard.

IV. I have read and agree with the University Revised Ph.D. Ordinance No. 14 and UGC Regulation – 2009, and all the Amened Regulations or newly passed Regulations by

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SYNOPSIS

Digital Leadership Strategies for Enhancing Pharmaceutical Quality Management: A Transformational Approach

1. Introduction

1.1. Background of the Study

In order to develop, make, distribute, and regulate medicines that save and improve lives, the pharmaceutical business is a key part of global healthcare [1]. As this industry continues to evolve, the need to maintain high-quality standards in pharmaceutical management has become more intricate and challenging [2]. This complexity arises from multiple factors, including stringent regulatory requirements that mandate strict compliance with international health and safety guidelines, rapid technological advancements that are reshaping industry operations, and increasing market competition that pressures companies to optimize efficiency while maintaining product safety, efficiency and quality [3].

To address these challenges and ensure sustained excellence in pharmaceutical quality management (PQM), the industry has increasingly turned to digital transformation as a strategic solution [4]. Digital transformation refers to the integration of advanced technologies to streamline processes, improve efficiency, and enhance regulatory compliance [5]. Within the pharmaceutical sector, digital leadership strategies have emerged as a crucial driver of quality management innovation [6]. These strategies leverage cutting-edge technologies such as data-driven decision-making, which enables organizations to utilize vast amounts of data for informed quality control and predictive analysis [7]. Additionally, automation has played a significant role in eliminating human errors, increasing efficiency, and ensuring consistency in manufacturing processes [8].

Additionally, AI has completely changed pharmaceutical quality control by allowing continuous surveillance, predictive modeling, and automated anomaly discovery. This greatly lowers the risks that come for human oversight [9]. Another transformative digital tool is blockchain technology, which has been widely adopted for improving supply chain transparency and traceability [10]. Blockchain ensures that every step of the pharmaceutical supply chain is recorded in an immutable ledger, thereby preventing counterfeit drugs from entering the market and enhancing overall product authenticity [11]. Additionally, cloud-based compliance systems have streamlined regulatory reporting by enabling secure and efficient data storage, retrieval, and auditing processes [12].

Despite the immense benefits that digital transformation offers to pharmaceutical quality management, its successful integration within organizations requires a strategic and forward-thinking leadership approach [13]. Transformational leadership is essential in fostering a culture of innovation, adaptability, and continuous improvement [14]. Leaders must not only invest in technological advancements but also create an organizational environment that encourages employees to embrace digital tools, develop new skills, and continuously refine processes [15]. This leadership approach ensures that digital transformation is not merely a technological shift but a holistic evolution that aligns with regulatory expectations, operational goals, and the overarching mission of delivering high-quality pharmaceutical products to the global market [16].

1.2. Importance and Rationale of the Research

Quality management in the pharmaceutical industry plays a crucial role in ensuring that drug products meet safety, strength, purity and quality under strict regulatory standards. It is not just a regulatory requirement imposed by governing bodies but also a fundamental factor in maintaining patient safety and the long-term sustainability of pharmaceutical businesses. Without robust quality management systems, pharmaceutical companies risk producing substandard products that could jeopardize patient health and lead to severe legal and financial consequences.

Traditionally, leadership models in the pharmaceutical sector have been structured in a hierarchical manner, where decision-making flows from top management down to various levels of the organization [17]. While such conventional leadership approaches have proven effective in maintaining order and compliance within regulatory

frameworks, they often lack the flexibility and adaptability required to navigate the complexities brought about by the ongoing digital transformation. The pharmaceutical industry is experiencing rapid technological advancements, such as artificial intelligence, automation, blockchain for supply chain transparency, and data-driven quality control measures [18]. These innovations demand a shift in leadership styles to accommodate and leverage digital tools effectively.

In this evolving landscape, the need for a new leadership paradigm that aligns with digital advancements has become more pressing than ever. Digital transformation has introduced novel challenges and opportunities in pharmaceutical operation, necessitating a leadership approach that is agile, innovative, and capable of integrating digital solutions into quality management processes [19]. Leaders who embrace digital leadership strategies can create a more dynamic and responsive pharmaceutical quality management system that ensures compliance with regulatory standards while optimizing operational efficiency [20].

This research is particularly relevant in the contemporary era, where technological disruptions are occurring at an unprecedented pace. Digital tools and innovations have the potential to bridge the existing gaps between regulatory compliance and operational excellence, but their successful implementation depends on the leadership approach adopted by pharmaceutical companies. By exploring the impact of digital leadership on pharmaceutical quality management (PQM), this study aims to provide valuable insights for key stakeholders, including industry leaders, policymakers, and academic researchers.

A thorough examination of transformational leadership approaches will help identify best practices that can significantly enhance the decision-making capabilities of pharmaceutical executives. Digital leadership strategies can also strengthen risk mitigation efforts by enabling real-time monitoring of production processes, predictive analytics for potential quality issues, and proactive strategies for handling compliance risks. Moreover, a well-structured digital leadership framework can contribute to more effective strategic planning in pharmaceutical quality control, ensuring that companies remain competitive while upholding the highest standards of quality and safety.

The goal of this study is to give a full picture of how technological leadership can lead to better pharmacy quality management by looking at these aspects. The findings will

be instrumental in guiding pharmaceutical companies toward adopting innovative leadership models that not only meet regulatory requirements but also foster continuous quality improvement, enhance efficiency, and ultimately contribute to better healthcare outcomes for patients worldwide.

1.3. Problem Statement

Traditional quality management approaches in the pharmaceutical industry are increasingly struggling to keep pace with evolving challenges. These challenges primarily stem from a combination of stringent and frequently changing regulatory requirements, heightened operational complexity, and the inefficiencies inherent in manual processes. The reliance on these outdated methods not only makes it difficult for pharmaceutical organizations to consistently maintain high-quality standards but also impairs their ability to swiftly adapt to new regulatory frameworks. Additionally, inefficient processes lead to suboptimal resource utilization, creating further obstacles to achieving operational excellence.

Given this scenario, there is an urgent need for a transformational shift in the way pharmaceutical organizations approach quality management. This shift necessitates the integration of digital technologies and modern leadership strategies to enhance efficiency, ensure compliance, and optimize overall performance. Digital leadership, in particular, has emerged as a key enabler of this transformation. By leveraging digital tools and innovative strategies, digital leadership facilitates improved efficiency, greater transparency, and enhanced regulatory compliance. It empowers organizations to streamline processes, automate quality control measures, and create a more responsive and adaptable quality management system.

However, despite its potential benefits, the implementation of digital leadership in pharmaceutical quality management has not been straightforward. One of the biggest challenges lies in the absence of a well-structured framework that provides clear guidance on how to effectively apply digital leadership principles within the industry. Without such a framework, organizations struggle to develop and execute digital strategies in a way that maximizes their impact on quality management.

This study seeks to bridge that gap by exploring the influence of digital leadership on quality management in the pharmaceutical sector. It aims to identify the best practices that organizations can adopt to integrate digital leadership effectively. Additionally, the

study will provide actionable insights that pharmaceutical companies can utilize to navigate the complexities of digital transformation. By doing so, it will help organizations not only improve their quality management systems but also enhance their overall operational resilience and competitiveness in an increasingly digitalized landscape.

2. Objectives of the Study

Below are the key goals of the research:

- ✓ To analyse the role of digital leadership in pharmaceutical quality management.
- ✓ To explore transformational leadership strategies for enhancing quality practices.
- ✓ To assess the impact of digital tools on compliance and operational efficiency in pharmaceutical quality management.

2.1. Research Question

- ✓ How does digital leadership influence quality management in the pharmaceutical industry?
- ✓ What transformational leadership strategies enhance quality practices in pharmaceutical management?
- ✓ What is the impact of digital tools on regulatory compliance and operational efficiency in pharmaceutical quality management?

2.2. Hypothesis:

- ✓ **Null Hypothesis (H0):** Digital tools and leadership strategies do not have a significant impact on compliance and operational efficiency in pharmaceutical quality management.
- ✓ **Alternate Hypothesis (H1):** Digital tools and leadership strategies have a significant positive impact on compliance and operational efficiency in pharmaceutical quality management.

3. Review of Literature

A Literature Review is an in-depth overview and analysis of the research that has already been done on a subject. It finds key theories, findings, methodologies, and gaps in earlier

studies to provide context for new research. It helps establish the relevance, credibility, and foundation for a study by showing how it builds on or differs from existing knowledge.

3.1. Pharmaceutical Quality Management: Regulatory Frameworks

Pharmaceutical Quality Management (PQM) is governed by stringent regulatory frameworks established by global health authorities to ensure product safety, strength, purity, quality, efficacy, and compliance. Pharmaceutical Quality Management (PQM) operates under rigorous regulatory frameworks established by global health authorities to keep the best standards of quality, safety, and effectiveness. Several key regulations and guidelines define the practices followed by pharmaceutical manufacturers. **GAMP 5** - "A Risk-Based Approach to Compliant GxP Computerized System", second edition, 2022 published by ISPE, provides guidance that computerized systems are "fit for use" and compliant with regulatory requirements, with an emphasis on product and process understanding, risk management, and supplier involvement [21]. These models help protect patient safety, the quality of goods, data integrity, and the ability to think critically in pharmaceutical processes.

The United States' Title 21 of the Code of Federal Regulations (21 CFR), Part 11 "Electronic Records; Electronic Signatures" law is also very important when it comes to computerized systems in the pharmaceutical industry, especially when it comes to manufacturing, packaging, and quality control [22]. These regulations help to ensure compliance with Good Manufacturing Practices and have had a lasting impact on modern regulatory practices globally. In line with this, the **EU GMP Annex 11:** Computerized Systems, reinforces guidelines for assessing, validating and using computerized systems in pharmaceutical to ensure that drug products meet stringent quality requirements [23].

Moreover, **Pharma 4.0** (a philosophical framework managed by ISPE) defines the framework for technologies to enhance efficiency, compliance, and drug product quality. It builds upon traditional Good Manufacturing Practices (GMP) while incorporating digitalization, automation, and real-time data analytics. These advancements reflect the ongoing regulatory shift towards innovation while maintaining compliance with the core principles of quality and risk management [24].

Regulatory bodies such as the Food and Drug Administration (FDA), European Medicines Agency (EMA), and the World Health Organization (WHO) have set guidelines for Good Manufacturing Practices (GMP), Good Distribution Practices (GDP), and Good Laboratory Practices (GLP) [25,26].

The ICH Q10 Pharmaceutical Quality System (PQS) provides a comprehensive model for an effective quality management system (QMS) applicable throughout the product lifecycle [27]. Additionally, ISO 9001 and ISO 13485 standards emphasize risk-based thinking, continuous improvement, and regulatory alignment in pharmaceutical manufacturing [28].

With increasing regulatory scrutiny, pharmaceutical firms are focusing on Quality by Design (QbD) approaches, real-time monitoring, and risk management frameworks to ensure compliance and product consistency [29]. The adoption of Artificial Intelligence (AI)-driven quality analytics has further enhanced predictive quality controls, ensuring proactive risk mitigation.

3.2. Digitalization Trends: Cloud-Based QMS & Data Analytics in Pharma

Digital transformation in pharmaceutical quality management is reshaping traditional practices through automation, cloud computing, and AI-driven analytics. Cloud-based Quality Management Systems (QMS), such as Master Control, Track Wise, and Veeva Vault QMS, enable real-time compliance monitoring, document control, and seamless regulatory reporting [30].

Big Data and Predictive Analytics play a pivotal role in monitoring production processes, reducing deviations, and improving supply chain transparency [31]. Machine learning (ML) models integrated into Pharmacovigilance (PV) systems assist in detecting adverse drug reactions (ADR) and ensuring regulatory compliance [32].

Blockchain technology is also gaining traction for its ability to enhance traceability, prevent counterfeiting, and improve data integrity across the pharmaceutical supply chain [33]. The pharmaceutical industry is increasingly leveraging Internet of Things (IoT) devices for real-time environmental monitoring in storage and transportation, ensuring compliance with Good Storage Practices (GSP) and Cold Chain Management [34].

3.3. Transformational Leadership Model: Aligning with Digital Adoption in Quality Processes

Transformational leadership is essential for fostering a culture of **innovation, digital adoption, and quality excellence** in the pharmaceutical industry. Leaders adopting this style inspire employees to embrace change, **integrate digital solutions**, and improve regulatory compliance processes [35].

As a result of digital transformation in pharmaceutical quality management [36], the four pillars of transformational leadership—idealized influence, inspirational motivation, intellectual stimulation, and personalized care—are very similar:

- **Idealized Influence:** Leaders act as role models, advocating for digital solutions like **AI-driven quality monitoring** and **automated compliance reporting**.
- **Inspirational Motivation:** Encouraging a **data-driven mindset**, ensuring that quality teams are proactive in adopting digital QMS.
- **Intellectual Stimulation:** Promoting a culture of continuous learning, fostering innovations such as **predictive analytics in risk assessment**.
- **Individualized Consideration:** Providing training and support for employees to **enhance digital competencies**, ensuring seamless integration of modern technologies.

Studies highlight that organizations with **transformational leadership frameworks** achieve **higher digital adoption rates, improved regulatory compliance, and enhanced operational efficiency** [37]. Digital leadership strategies enable **cross-functional collaboration**, ensuring that regulatory, production, and quality assurance teams work in sync to maintain high compliance standards [38].

4. Research Methodology

In this study, a mixed-method approach (i.e. quantitative and qualitative) will be adopted to achieve the research objectives. This approach will integrate both quantitative and qualitative data collection methods to provide a comprehensive understanding of the role of digital leadership in pharmaceutical quality management.

4.1 Sampling Design:

- **Sampling Technique:** A random sampling technique will be employed to select participants from the pharmaceutical sector, ensuring a representative sample of professionals involved in quality management practices. This method will help in minimizing selection bias and ensuring that all potential participants have an equal chance of being included.
- **Population Profile:** The target population for this research will consist of professionals working in pharmaceutical companies. This includes individuals in key roles such as quality managers, leaders, and professionals, as well as production supervisors, leaders, and regulatory personnel. These participants will provide valuable insights into the study's focus on digital leadership strategies and their impact on quality management within the pharmaceutical sector.
- **Sample Size:** The study will aim to collect data from approximately 200 respondents, selected from mid to large-cap pharmaceutical companies. Respondents will also include professionals / consultants providing services to pharmaceutical companies. This sample size is considered sufficient for conducting robust statistical analyses and will provide a solid foundation to derive meaningful insights aligned with the study's objectives.

4.2 Data Collection Methods:

Data collection is a critical aspect of the research methodology. Both **primary and secondary data sources** are utilized to ensure a robust and comprehensive analysis.

Data Types	Data Collection
Primary Data	Structured Questionnaire
Secondary Data	Research papers, articles, academic journals, and case studies focused on pharmaceutical quality management.

4.2.1 Primary Data Collection

The study will use a structured questionnaire as the primary data collection tool, distributed via Google Forms, email, and in-person surveys. It will consist of closed-ended Likert Scale questions to quantitatively assess participants' perceptions of digital

leadership strategies and their impact on quality management in the pharmaceutical sector.

4.2.2 Secondary Data Collection

Secondary data will be gathered from various credible sources, including research papers, articles, academic journals, and case studies focused on pharmaceutical quality management and digital leadership. This data will serve to provide a contextual understanding of the research subject and will supplement the primary data findings through content analysis, offering a comprehensive view of the study.

4.3 Area of Study

The study focuses on mid to large-cap pharmaceutical companies involved in manufacturing of solid oral dosage, semi-solid dosage, inhalers, injectable and dry powder suspension. These companies are crucial players in the pharmaceutical sector, where the quality of production, compliance with regulations, and operational efficiency play a vital role in ensuring the safety and effectiveness of drugs. The research will cover companies operating in this space, focusing on their adoption of digital leadership strategies and how these strategies influence their quality management practices.

4.4 Measurement Tools:

The measurement tools for this study will include a structured questionnaire designed to collect quantitative data from pharmaceutical professionals, focusing on aspects like digital leadership, compliance, and operational efficiency using a 5-point Likert scale. A comprehensive literature review will support the qualitative analysis and provide contextual background for digital leadership strategies. Additionally, existing industry metrics, such as compliance scores and operational performance indicators, will be used to assess the impact of digital tools on efficiency and regulatory adherence in pharmaceutical quality management.

4.5 Statistical Tools & Techniques:

Statistical Package for the Social Sciences (SPSS) is used to analyze quantitative data. The following statistical techniques are employed:

- **Descriptive Statistics:** Mean, median, standard deviation, and frequency distributions to summarize data.

- **Correlation Analysis:** To identify relationships between key variables.
- **Regression Analysis:** To determine the impact of digital tools on compliance and operational efficiency in pharmaceutical quality management.
- **Hypothesis Testing:** To validate the statistical significance of the findings.

4.6 Gantt Chart:

To ensure the successful completion of this research within the stipulated timeframe, a detailed plan of work has been developed, outlining key milestones, tasks, and their respective durations, which is mention below:

Sr. No.	Activities	Jan-25 to Jun-25	Jul-25 to Dec-25	Jan-26 to Jun-26	Jul-26 to Dec-26	Jan-27 to Jun-27
1	Literature Review					
2	Framework & Questionnaire Development					
3	Data Collection					
4	Data Analysis & Conclusion					
5	Thesis Writing & Submission					

4.7 Ethical Considerations

Maintaining ethical integrity is paramount in conducting research. This study adheres to ethical guidelines to ensure responsible research practices.

- **Informed Consent:** Participants shall be informed about the purpose, objectives, and potential implications of the study before participation.
- **Confidentiality and Anonymity:** The study ensures that participant data remains confidential, and no identifying information shall be disclosed.
- **Ethical Approval:** The research undergoes review and approval by relevant institutional ethics committees to ensure compliance with ethical research standards.

5 Limitations of the Study

While the research methodology is designed to ensure rigor and reliability, certain limitations are acknowledged:

- **Potential Non-Response Bias:** Some participants may choose not to respond to the survey, leading to potential bias in the results.
- **Limited Access to Pharmaceutical Companies:** Primary data collection may be restricted due to company policies or confidentiality concerns.
- **Reliance on Secondary Data:** Interpretation bias may arise from analysing existing research, as findings depend on the quality and accuracy of secondary sources.

6 Conclusion

To look into digital leadership strategies in pharmaceutical quality management in a structured and methodical way, this study used a research technique. This study uses a mix of quantitative and qualitative methods to make sure it gives a full picture of the situation. Adherence to ethical standards and the application of rigorous data analysis techniques contribute to the study's credibility and reliability, ultimately enabling meaningful conclusions and recommendations for the pharmaceutical industry.

7 Expected Outcomes & Significance

7.1 Contribution to Academic Knowledge

- Advances digital leadership by integrating digital transformation principles (data-driven decision-making, AI, automation) into pharmaceutical quality management.
- Introduces a structured framework for digital leadership to optimize compliance, risk management, and operational efficiency, incorporating regulatory standards like GMP and FDA.
- Bridges the gap between traditional leadership and modern technology, demonstrating how digital leadership fosters agility, innovation, and improved quality using predictive analytics and blockchain.
- Offers cross-industry applicability, with insights valuable for regulated sectors like healthcare, biotechnology, and aerospace.

- Emphasizes the importance of workforce digital competency, advocating for continuous upskilling to adapt to digital quality management systems.
- Strengthens risk-based quality management by showing how digital leadership can proactively identify and mitigate risks using AI and machine learning.
- Explores the role of emerging technologies (AI, blockchain, IoT) in reshaping leadership strategies for better transparency, compliance, and operational efficiency.
- Provides policy implications for regulatory bodies, recommending the integration of digital leadership to enhance regulatory oversight, compliance monitoring, and enforcement while fostering innovation.

8 Practical Implications of the Study

8.1 Enhanced Quality Compliance and Risk Management

Digital leadership helps pharmaceutical companies ensure better adherence to Good Manufacturing Practices (GMP). By using real-time monitoring and predictive analytics, digital tools can detect early signs of deviations in production, allowing companies to address issues before they impact product quality. This proactive approach minimizes human errors, strengthens regulatory compliance, and improves overall risk management.

8.2 Improved Decision-Making and Process Efficiency

Leveraging AI, automation, and digital platforms, digital leadership enhances decision-making in pharmaceutical quality control. Data-driven insights enable quicker, more accurate decisions, improving operational efficiency. Automation reduces costs and streamlines workflows, allowing companies to optimize their processes and enhance productivity.

8.3 Empowering Workforce and Digital Culture

Digital leadership fosters a culture of continuous improvement by upskilling employees and promoting digital collaboration. This not only enhances individual and team performance but also encourages innovation within the organization. By embedding digital tools into daily operations, employees become more adaptable, contributing to a more efficient, agile workforce.

8.4 Increased Patient Safety and Product Reliability

Digital leadership ensures greater control over drug manufacturing and distribution, directly impacting patient safety and product reliability. Technologies like IoT and blockchain offer transparency across the supply chain, ensuring that pharmaceutical products meet quality standards and are delivered safely to patients, which builds trust and strengthens the company's reputation.

8.5 Integration of Data-Driven Decision Making

Digital leadership promotes the use of real-time data and predictive analytics in decision-making processes. This shift allows pharmaceutical companies to identify patterns, optimize production schedules, and improve product consistency. By relying on data rather than intuition, leaders can make more informed, proactive decisions that enhance quality and operational performance.

8.6 Optimized Resource Allocation and Cost Reduction

By adopting machine learning and digital tools, companies can optimize resource allocation and improve supply chain management. AI can predict demand fluctuations, helping to avoid stock outs or overstocking. Automation in production further reduces labor costs, leading to more efficient operations without compromising product quality or compliance.

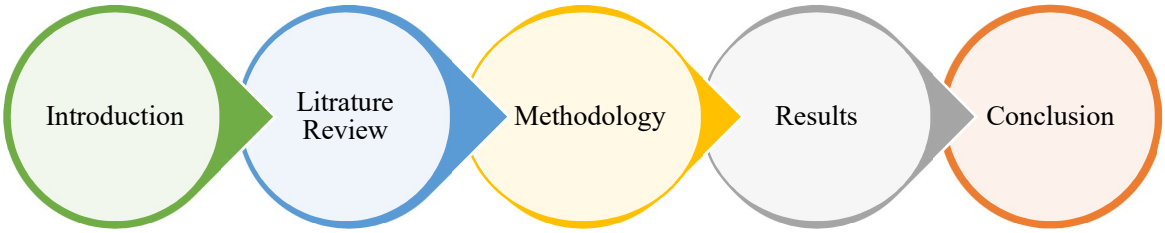
8.7 Agility and Innovation in R&D Processes

Digital leadership accelerates pharmaceutical R&D by incorporating digital tools like AI and big data analytics. These technologies streamline the drug discovery process, enabling faster data analysis and better collaboration among global teams. This agility ensures that companies can bring new drugs to market more quickly and remain competitive in a fast-evolving industry.

8.8 Strengthened Regulatory Reporting and Transparency

Digital tools simplify regulatory reporting by providing real-time data access and facilitating the submission process. Blockchain and cloud-based platforms ensure transparency, making it easier for companies to meet global compliance standards. Enhanced visibility into operations strengthens relationships with regulators and fosters trust within the industry.

9 Chapterisation Scheme of the Study:



In the last sections of the thesis, a comprehensive list of references will be provided, encompassing all the academic sources, articles, and literature cited throughout the research. This section ensures proper attribution and allows readers to explore the foundational materials that informed the study. Following the references, the thesis will include an appendix, which will house supplementary materials such as survey instruments, data tables, figures, and any other relevant documents that support the research findings but are not included in the main text. The appendix serves as a resource for readers seeking a deeper understanding of the study's methodology and data.

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Signature of the Supervisor/Guide **Signature of the Candidate**

(Seal of the Supervisor with University Name)

ANNEXURE – C

Directorate of Research & Development (DRD) where Research work will be carried out:
(wherever applicable)

The Synopsis of Shri / ~~Smt. / Ku~~. ***Boby Kumar*** in order, approved and recommended by DRD and forwarded to Dean or Director of Faculty of ……for consideration of registration for the degree of Doctor of Philosophy in the ***"Digital Leadership Strategies for Enhancing Pharmaceutical Quality Management: A Transformational Approach".***

Place: **Signature with Seal of the Director, DRD**
Date:

ANNEXURE – D

Dean/Director of Faculties

Recommendation of the Dean or Director, Faculty of ……...……..…

The Synopsis of Shri / ~~Smt. / Ku~~. ***Boby Kumar*** is in order, approved and recommended by Director, DRD and forwarded to UREC/RAC for consideration of registration for the degree of Doctor of Philosophy in the ***"Digital Leadership Strategies for Enhancing Pharmaceutical Quality Management: A Transformational Approach"***.

Place: **Signature with Seal of the Dean or Director of Faculty of …….**
Date:

Place: **Signature with Seal of the President, Jayoti Vidyapeeth Women's University, Jaipur**
Date:

ANNEXURE – E

University Research Evaluation Committee (UREC) / Research Advisory Committee (RAC)

Recommendation of the Chairman, UREC/RAC…… (*Name of Institute*) ……

The Synopsis of Shri / ~~Smt. / Ku~~. ***Boby Kumar*** is duly approved on the recommendation of for registration in the program Doctor of Philosophy in the ***"Digital Leadership Strategies for Enhancing Pharmaceutical Quality Management: A Transformational Approach"***.

Place: **Signature with Seal of the Chairman, UREC/RAC**

Date: